DEI EMPLOYEE VOICE SURVEY

Sam Borrego, DEI Manager, She/Her/Hers

AGENDA

- Marginalized and Dominant Group Data Differences

- Comment Themes

- IDI Continuum

- Recommendations on County-Wide Goals

- Next Steps/Timeline

PURPOSE

- To utilize the employee voice to create a <u>baseline measurement</u> of how diverse, equitable, and inclusive (DEI) Arapahoe County is throughout the organization and identify areas for growth. Additionally, this survey will be used to measure progress on the county's DEI goals in aspects of the employee experience.

EMPLOYEE PARTICIPATION

- 2,198 employees were eligible
- 1098 of those employees completed the survey
- Based on the number of responses and the size of our organization, the results accurately represent our employee population.

49%
1080 of 2198
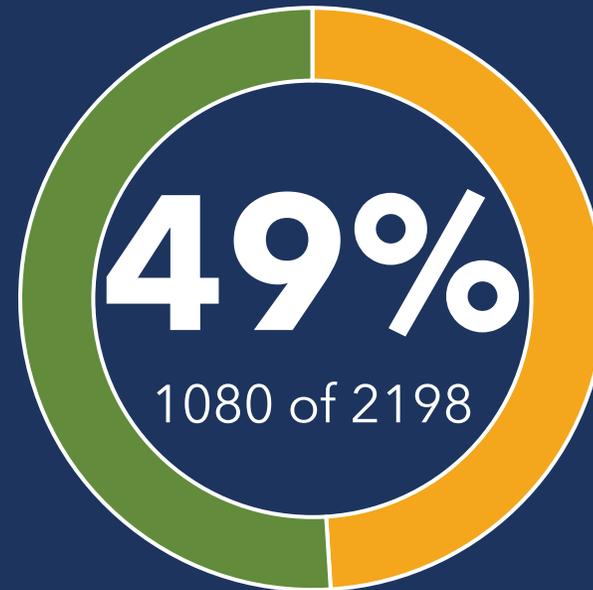
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Survey Administered Nov 06 - Nov 18, 2023

ARAPAHOE COUNTY
DEI

High Scores

ITEM	FAVORABLE
6. In instances where I am working with someone with different identities than me, I feel confident in navigating our differences in an inclusive manner.	84%
8. I feel included by my direct supervisor.	81%
4. I feel included by my coworkers.	77%
28. I find enjoyment in the job that I perform.	76%
27. My job is fulfilling and challenging.	76%
9. I can safely raise challenging issues with my direct supervisor.	75%
7. In instances where I am working with someone with different identities than me, I feel they successfully navigate our differences in an inclusive manner.	75%
10. My direct supervisor regularly recognizes my efforts and contributions.	75%
5. When I share feedback with people on my team, they are receptive to it.	74%
12. My direct supervisor validates and/or supports my identities that are different from their own (e.g., different genders, races, religions, ages, etc.).	73%

Low Scores

ITEM	FAVORABLE
21. I believe the performance evaluation process is objective.	54%
13. My direct supervisor encourages me to learn more about diversity, equity, and inclusion.	58%
24. I am confident appropriate action will be taken if I report an instance of offensive, embarrassing, or hurtful language or actions (e.g., inappropriate jokes, rumors, hurtful gossip, isolating behaviors).	60%
3. I feel I can share my ideas and opinions without fear of negative consequences.	60%
20. This organization encourages a healthy balance between work and personal life.	62%
22. I believe that an employee's identity has no effect on the internal promotion process.	63%
19. This organization demonstrates a commitment to developing and retaining a diverse workforce.	64%
1. I can be my authentic self at work without fear of judgment or repercussions.	66%
25. My current paid time off leave options meet my needs (vacation, sick, disability, parental, etc.).	67%
17. Employees here are treated equitably regardless of religious beliefs, veteran status, race, ethnicity, age, gender, disability, sexual orientation, etc.	68%
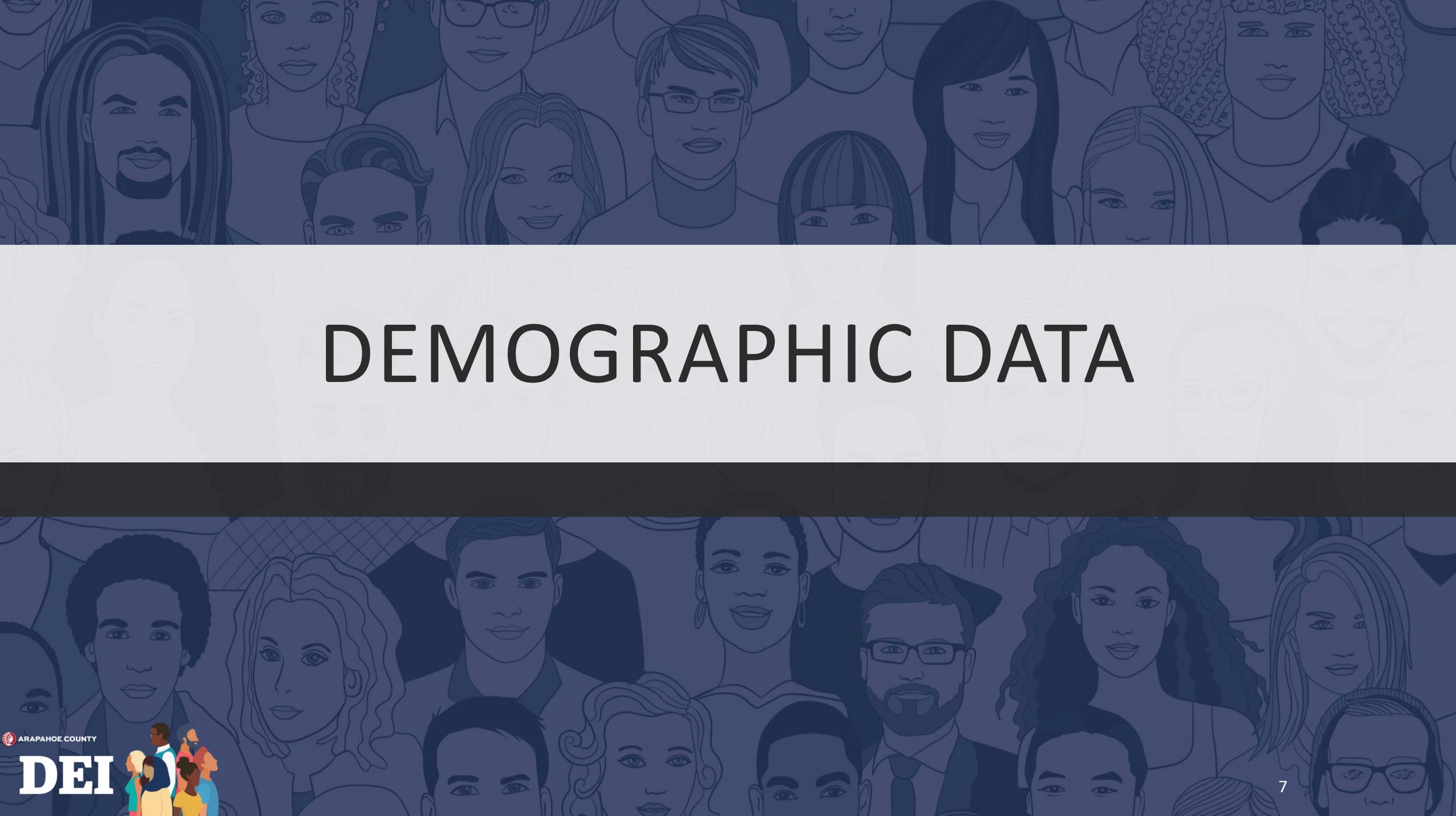
DEMOGRAPHIC DATA

DEFINITIONS

Marginalized

- Considered abnormal, different, less than

- Often left out, forgotten, pushed aside

- The world is not organized to their benefit

- Do not have access to resources due to barriers

- Forced to adapt to the dominant standard

- Very conscious of lack of privilege

- May sometimes internalize the idea that they are less than

Dominant

- Considered the norm, standard, expectation

- Receive the focus, attention, validation

- The world is organized to their benefit

- Able to access resources that others are not

- Often unconscious of their privileged status

- Do not consider different experiences because they do not have to

- Often do not believe that they contribute to the problem or that there is one

Question	Caregiver (210)	Non-Caregiver (828)
I can be my authentic self at work without fear of judgment or repercussions.*	**60%**	**69%**
I feel I can share my ideas and opinions without fear of negative consequences.*	**56%**	**62%**
When I share feedback with people on my team, they are receptive to it.	**67%**	77%
I feel included by my direct supervisor.	74%	83%
I can safely raise challenging issues with my direct supervisor.	70%	77%
My direct supervisor helps develop me to learn and grow in my career.	**60%**	72%
I believe that employees from all identities are encouraged to apply for higher level positions.	**64%**	71%

Note: There were several responses that were 6% off, just short of the 7% criteria

DEI

Question	LGBTQIA+ (78)	Straight (911)
I can be my authentic self at work without fear of judgment or repercussions.*	53%	68%
I feel like I belong at this organization.	58%	75%
I can safely raise challenging issues with my direct supervisor.	67%	77%
My direct supervisor encourages me to learn more about DEI.*	51%	60%
I would recommend this organization as a great place to work to people with similar backgrounds and identities as me.	60%	72%
I would recommend this organization as a great place to work to people with different backgrounds and identities than me.	65%	72%
Employees here are treated equitably regardless of religious beliefs, veteran status, race, ethnicity, age, gender, disability, sexual orientation, etc.*	58%	69%
This organization demonstrates a commitment to recruiting and hiring people from diverse backgrounds.	55%	71%
This organization demonstrates a commitment to developing and retaining a diverse workforce.*	52%	66%
This organization encourages a healthy balance between work and personal life.*	51%	63%

Question	LGBTQIA+ (78)	Straight (911)
I believe the evaluation process is objective.*	41%	55%
I believe that an employee's identity has no effect on the internal promotion process.*	51%	65%
I believe that employees from all identities are encouraged to apply for higher level positions.	60%	70%
I am confident appropriate action will be taken if I report an instance of offensive, embarrassing, or hurtful language or actions.*	44%	62%
My current paid time off leave options meet my needs.*	60%	67%

Question	POC (287)	White (762)
I can be my authentic self at work without fear of judgment or repercussions.*	56%	70%
I feel like I belong at this organization.	65%	76%
I feel I can share my ideas and opinions without fear of negative consequences.*	53%	62%
When I share feedback with people on my team, they are receptive to it.	68%	76%
In instances where I am working with someone with different identities than me, I feel they successfully navigate our differences in an inclusive manner.	68%	77%
I feel included by my direct supervisor.	74%	83%
I would recommend this organization as a great place to work to people with similar backgrounds and identities as me.	64%	72%
I would recommend this organization as a great place to work to people with different backgrounds and identities than me.	67%	73%
I feel comfortable speaking up if I witness someone in my department/office being treated unfairly.	64%	77%
Employees here are treated equitably regardless of religious beliefs, veteran status, race, ethnicity, age, gender, disability, sexual orientation, etc.*	59%	71%

Question	POC (287)	White (762)
This organization demonstrates a commitment to recruiting and hiring people from diverse backgrounds.	65%	72%
This organization demonstrates a commitment to developing and retaining a diverse workforce.*	58%	67%
I believe that an employee's identity has no effect on the internal promotion process.*	55%	66%
I believe that employees from all identities are encouraged to apply for higher level positions.	61%	72%

Note: For Black employees, all but 4 questions were 7% or above difference and below the 70% favorability rate

Note: For Hispanic employees, many of the questions were 7% or above difference and below the 70% favorability rate

REFLECTIONS

- This is a starting place and there is room to grow

- Some of these results are what we would expect to see

- There are some potential biases and inequities to address

- We need to address policies, practices, and some aspects of our culture

COMMENT THEMES

Theme	Examples
Promotion (62)	• Mentoring for marginalized groups • Hire outside people for management roles • Have stricter and clearer criteria for promotions • Hire more within • Invest in each employee not just those who are favored • Remove education and certificate requirements • White men get promoted more than other groups
Training (77)	• Make DEI training mandatory (but also the opposite) and offer it more frequently (complaints about two-year rotation) • Special topics (Antisemitism, LGBTQIA+, Pronouns, Disability, Language Justice, BIPOCs, Refugees) • Opportunities to learn other languages and get certificates • More opportunities for training and support from people leaders • More training for people leaders (listed on the previous slide) • Training on leadership before promotion to help develop employees

Theme	Examples
Hiring (93)	• Remove degree requirements (especially from entry-level jobs) and other barriers (former incarceration) • Post more on diverse job boards (Black, Hispanic, etc.) • No quotas or hiring based on race or sexual orientation (comments mostly from white employees) • Hire more Black, Hispanic, and other marginalized employees • Hire more Black, Hispanic, and other marginalized people leaders • Clearer requirements for hiring • Transparency in the selection process • More diversity on hiring panels
Culture (111)	• Positive and inclusive culture • Culture of "don't speak up" or "push against the grain" • Sweeping under the rug, ignoring problems, allowing bad culture
DEI Opposition (115)	• Misunderstanding/lack of understanding of DEI terms and program goals • Fear of getting mistreated or not being hired because of white identity • Hire the best candidate not considering identity • Political agenda, waste of county money, pointless, brainwashing, etc. • Demonstrates where we are on the DEI continuum (low)

REFLECTIONS

- Positive remarks about our culture

- Hiring and recruitment were top of mind

- Training, promotion, and employee development were important aspects of this survey

- Need for greater education and communication around DEI

- Comments around DEI were indicative of where we are in the DEI/IDI Continuum

IDI CONTINUUM

	Denial	Polarization	Minimization	Acceptance	Adaptation
Behavior	Disinterest Avoidance Unaware Stereotypes Limited Experience	Us vs. Them Defensive Superiority Division Judges Difference	Similarities Universalism De-emphasizes difference Limited understanding	Appreciation Curious Self-reflection Understanding	Bridging Learning Shift Embrace Utilize
Impact	Cultural diversity feels ignored	Cultural diversity feels uncomfortable	Cultural diversity feels unheard	Cultural diversity feels understood	Cultural diversity feels valued and involved
Goal	Expose to cultural differences	Notice commonalities	Notice cultural differences	Learn to bridge differences	Manage frustration with people in other orientations

ARAPAHOE COUNTY
DEI

COUNTY-WIDE GOALS

Goal 1: Benefits

25. MY CURRENT PAID TIME OFF LEAVE OPTIONS MEET MY NEEDS (VACATION, SICK, DISABILITY, PARENTAL, ETC.).

& COMMENT THEME: BENEFITS

Conduct an analysis of current time off and leave benefits

Benefits team will provide more training, communication, and outreach to raise awareness about our current benefits

Transparency around why our current structure is better than PTO system

AC-Weekly articles on explaining benefits

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19. THIS ORGANIZATION DEMONSTRATES A COMMITMENT TO DEVELOPING AND RETAINING A DIVERSE WORKFORCE.

Goal 2: Demonstrate Commitment

Share data on DEI website (departures, promotions, hires, etc.)

Raise more awareness on Skillsoft resource and other current Learning & Development resources

Goal 3: Raise Awareness

Create more awareness about the supervisor toolkit on DIVE Training

Incorporate DEI based tools for managers in the Managers Handbook

Utilize Communication Services support to create articles on building DEI awareness

Host town halls or information sessions to raise awareness about DEI program

Attend department/office all-staff meetings, manager meetings, quarterly communications, etc.

13. MY DIRECT SUPERVISOR ENCOURAGES ME TO LEARN MORE ABOUT DIVERSITY, EQUITY, AND INCLUSION.

& COMMENT THEME: DEI OPPOSITION

DEPARTMENT/OFFICE GOAL SETTING RECOMMENDATIONS

- Pull together a working group of both people leaders and front-line staff

- Review demographic breakdowns comparing dominant and marginalized groups

- Review lowest-scoring items and comment themes

- Determine 1-2 goals for the next 2 years
  - One stretch and one safe

- Optional: communicate to DEI Manager to be added to the DEI intranet page

- Deadline: End of July

NEXT STEPS/TIMELINE

- April 4th DEI Intranet Page Updated
  - FAQ on how to interpret data
  - Supervisor Toolkit
  - County-Wide Comment Themes
  - County-Wide Quantitative Results
  - Dates for Info Sessions/Town Halls
  - Goals & Next Steps

- April 5th Email from Commissioners & Elected Officials
  - Specific email to people leaders with toolkit attached
  - All Employee Email

- April 5th AC Weekly Article

- Town Halls: April 25th, April 30th, May 8th

- End of July Department Goals Posted to DEI Intranet Page

WHAT I NEED FROM YOU

- Support for the goals created based on the feedback

- Utilization of feedback when making future decisions

- Communication with employees about the results

- Continued expressed support about the need for DEI and the importance for the County

QUESTIONS?

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